

**Governance change for National Governing Bodies of Sport (NSAs/NSOs/NSFs); Is this leading to the alignment of strategy and governance in England and the UK?**

TAYLOR, Marc

Available from Sheffield Hallam University Research Archive (SHURA) at:

<http://shura.shu.ac.uk/18250/>

---

This document is the author deposited version. You are advised to consult the publisher's version if you wish to cite from it.

**Published version**

TAYLOR, Marc (2017). Governance change for National Governing Bodies of Sport (NSAs/NSOs/NSFs); Is this leading to the alignment of strategy and governance in England and the UK? In: Play The Game 2017 - Riding waves of change, Eindhoven, The Netherlands, 26-30 November 2017.

---

**Repository use policy**

Copyright © and Moral Rights for the papers on this site are retained by the individual authors and/or other copyright owners. Users may download and/or print one copy of any article(s) in SHURA to facilitate their private study or for non-commercial research. You may not engage in further distribution of the material or use it for any profit-making activities or any commercial gain.

Governance change for National Governing Bodies of Sport (NSAs/NSOs/NSFs);

Is this leading to the alignment of strategy and governance in England and the UK?

Play the Game  
November 2017



Original image Source:  
© Marc Taylor, 2015-

Marc Taylor @MTSportBusiness  
+44 (0) 781 854 3423 2496  
marc.taylor@shu.ac.uk or TaylorMC1@Cardiff.ac.uk

[www.shu.ac.uk/sport/academy](http://www.shu.ac.uk/sport/academy)  
[www.cardiff.ac.uk/law-politics/](http://www.cardiff.ac.uk/law-politics/)



STANDING UP  
FOR MUSIC RIGHTS

- Backgrounds and relevance to the conference agenda / Framing of research thinking
- Research objectives, approach and case boundaries
- Data collection, analysis and findings
- Observations: research gaps (others/collaboration)

# Background and relevance to the conference agenda

## Framing of research thinking

“Governance in Sport: Change or be changed”

- Full time in academia since 2011
  - Academy of Sport and Physical Activity (Sheffield Hallam University) and
  - Part time PhD student (Cardiff University)
- Prior to full time in academia
  - Sport Business Consultant (Deloitte) and Management Consultant
  - Independent Board Member of Swim England (2007-2011)
  - Structures of Sports NGBs research published in the highest academically ranked global journal linked to Governance & Ethics
  - Acknowledged by Play the Game (2013) and also by the Sport Unit, Directorate for Education and Culture in the European Commission (2010)
  - Presented at the IOC in 2010 in relation to Strategy and Governance in Sport

- Extensive accumulation of stakeholder/ practitioner driven modernisation and good governance guidance in relation to non-profit sports organisations in a number of countries since the Millennium
- e.g. UK Sport, 2003 (Investing in Change); Sport and Recreation Alliance, 2011-17; Australian Sports Commission, 2012, 2016; Australian Institute of Sport, 2015; Sport New Zealand, 2003-2017 (National Sports Governance Observer)
- In 2015; the UK Government announced that a new Sport Governance Code would be agreed by September 2016.
- Earlier in 2017 in the UK the 'Code for Sports Governance' became mandatory for all sports bodies wanting to receive public funding



*“to protect the value for money the public receives from investment into sport and maximise the effectiveness of those investments”*

(Bitel and Carr, 2017: 4).

- Besides ‘governance’, in 1988 Sir John Harvey Jones suggested that;
- The board (*for-profit organisations*) should be taking the organisation purposefully into the future via good “Boardmanship” (Strategic role of the board)
- Yet, empirical studies of what strategic role public and non-profit boards actually play are rare (Edwards and Cornforth, 2003: 77)
- Only recently have a small numbers of researchers started to explore the link between strategy, boards, governance and strategic organisational performance in non-profit (and for profit environments) e.g. (Ferkins and Shilbury, 2014; Cossin and Matayer, 2014; Crow, 2016; 2017; Crow and Lochart, 2016)



- In 2015/2016 reviewed all UK Government and home Country Sports Council strategies
- Holistic review of 'Strategy', 'Strategic organisational performance' and 'Boards'
- **Conclusion:** At the time: Not obvious or explicit, therefore, at the time wondered if 'intuitively assumed'?
- Needed a framework to explore further;

- Some peak performing/high performing strategy literature, talks of about organisations having good Mission/Vision (or Purpose) statements (e.g. Drucker, 1994; Waal, 2012, MacNeice and Bowen, 2016).
- The principle of having such statements promoted by the International Olympic Committee (IOC) in 2008 (and in their Olympic Agenda 2020 recommendation 28 (2016))

## 1. VISION, MISSION AND STRATEGY

Theme		Elements to be considered
1.1	Vision	The vision and overall goals of the organisations have to be clearly defined and communicated
1.2	Mission	<p>The mission should include:</p> <ul style="list-style-type: none"> <li>• Development and promotion of sport through non-profit organisations</li> <li>• Promotion of the values of sport</li> <li>• Organisation of competitions</li> <li>• Ensuring a fair sporting contest at all times</li> <li>• Protection of the members and particularly the athletes</li> <li>• Solidarity</li> <li>• Respect for the environment</li> </ul>
1.3	Strategy	<p>The strategy is to be aligned with the vision and regularly adapted to the environment</p> <p>The strategy of sporting organisations should be elaborated at the highest level of the organisation</p>

The IOC, (2008:2)

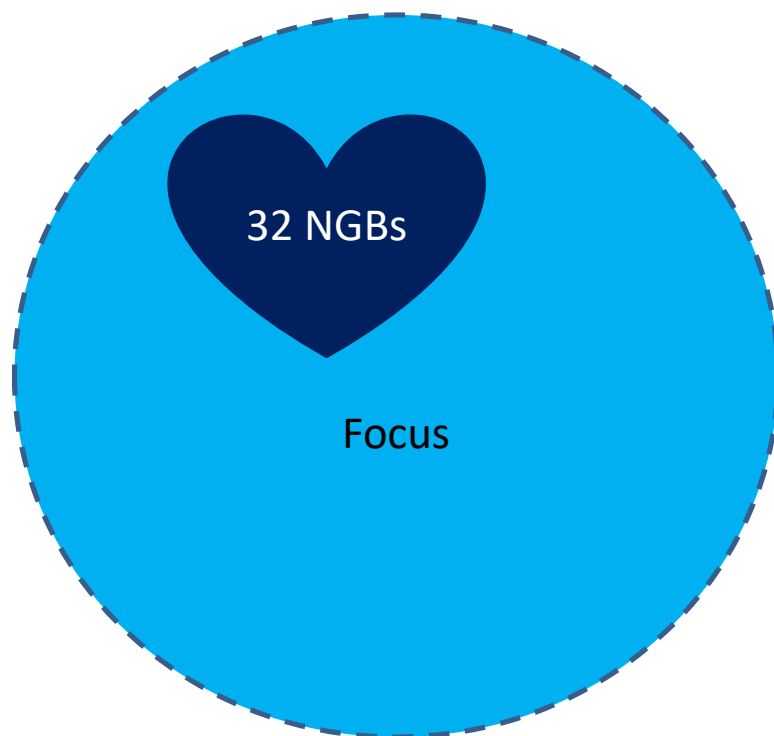
# Research objectives, approach and case boundaries

“Governance in Sport: Change or be changed”

- Using this framework, in 2016, conducted some initial headline exploratory research (unpublished, but presented in Auckland) in relation to Elite funded sports properties in the UK
- **Conclusion:** Seemed to be some gaps
- In November 2016, the IOC issued explicit statement in relation to 2020 recommendations with specific comments about ‘transparency’
- Wanted to use the principle of ‘transparency’ and explore the situation re Mission/ Vision (Purpose)/ Strategy; with a restricted case study boundary

- Followed guidance and recommendations proposed by Yin (2013: 200-201)
- Case must be significant, unusual and/or of general public interest
- Subject and issues are important nationally (*and internationally*) at a theoretical, policy or practical levels

## The Case Boundary



### Focus Boundary

Sample = 32 NGBs

19 NGBs for 20 sports (Elite level UK Sport funded Summer Olympic Sports);

16 NGBs (Participation level) – cover > 75% of all Sport England NGB investment

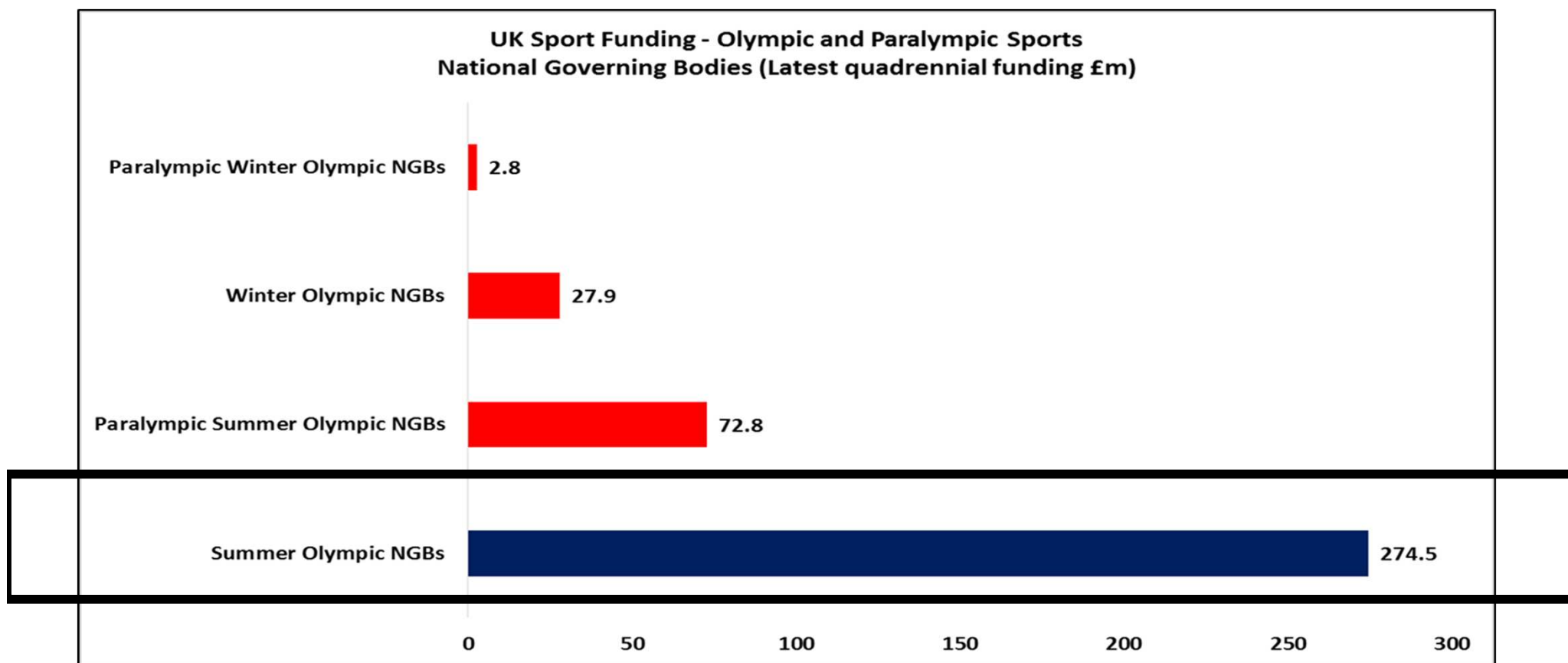
3 (Elite and Participation)

4 (England NGBs that are separate from British NGB),  
9 NGBs (Sport England participation funding only) with no UK Sport Elite level funding

Miles and Huberman (1994) cited in Miles, Huberman and Saldana, 2014:14



## Rio 2016 UK Sport funded Summer Olympic sports ('Elite')



Marc Taylor analysis of UK Sport funding data (2016)

Sport	Olympic NGB	Elite - Governing Body
Archery	<a href="http://www.archerygb.org">www.archerygb.org</a>	Archery GB
Athletics	<a href="http://uka.org.uk/">http://uka.org.uk/</a>	UK Athletics
Badminton	<a href="http://www.badmintonengland.co.uk">www.badmintonengland.co.uk</a>	Badminton England
Boxing	<a href="http://www.gbboxing.org.uk">www.gbboxing.org.uk</a>	GB Boxing
Canoeing	<a href="http://www.bcu.org.uk">www.bcu.org.uk</a>	GB Canoeing
Cycling	<a href="http://www.bcf.uk.com">www.bcf.uk.com</a>	British Cycling
Diving	<a href="http://www.britishswimming.org">www.britishswimming.org</a>	British Swimming
Equestrian	<a href="http://www.bef.co.uk">www.bef.co.uk</a>	British Equestrian
Fencing	<a href="http://www.baga.co.uk">www.baga.co.uk</a>	British Fencing
Gymnastics	<a href="http://www.british-gymnastics.org">www.british-gymnastics.org</a>	British Gymnastics
Hockey	<a href="http://www.greatbritainhockey.co.uk">www.greatbritainhockey.co.uk</a>	England Hockey
Judo	<a href="http://www.britishjudo.org.uk">www.britishjudo.org.uk</a>	British Judo
Modern Pentathlon	<a href="http://www.pentathlongb.org">www.pentathlongb.org</a>	Pentathlon GB
Rowing	<a href="http://www.britishrowing.org">www.britishrowing.org</a>	British Rowing
Sailing	<a href="http://www.rya.org.uk/britishsailingteam">www.rya.org.uk/britishsailingteam</a>	Royal Yachting Association
Shooting	<a href="http://www.britishshooting.org.uk">www.britishshooting.org.uk</a>	British Shooting
Swimming	<a href="http://www.britishswimming.org">www.britishswimming.org</a>	British Swimming
Taekwondo	<a href="http://www.britishtaekwondo.org.uk">www.britishtaekwondo.org.uk</a>	GB Taekwondo
Triathlon	<a href="http://www.britishtriathlon.org">www.britishtriathlon.org</a>	British Triathlon
Weightlifting	<a href="http://britishweightlifting.org/">http://britishweightlifting.org/</a>	British Weightlifting

**Excludes**  
Rugby 7s  
Golf  
Tennis

Marc Taylor analysis (2016) of UK Sport data

Sport	NGB	Participation - Governing Body
Athletics	<a href="http://www.englandathletics.org">www.englandathletics.org</a>	England Athletics
Badminton	<a href="http://www.badmintonengland.co.uk">www.badmintonengland.co.uk</a>	Badminton England
Canoeing	<a href="http://www.bcu.org.uk">www.bcu.org.uk</a>	GB Canoeing (BCU)
Cricket	<a href="http://www.ecb.co.uk">www.ecb.co.uk</a>	England and Wales Cricket Board (ECB)
Cycling	<a href="http://www.bcf.uk.com">www.bcf.uk.com</a>	British Cycling
Football	<a href="http://www.thefa.com">www.thefa.com</a>	The Football Association (The FA)
Golf	<a href="http://www.englishgolfunion.org">www.englishgolfunion.org</a>	England Golf Union (EGU)
Gymnastics	<a href="http://www.british-gymnastics.org/england">www.british-gymnastics.org/england</a>	England Gymnastics
Hockey	<a href="http://www.englandhockey.co.uk">www.englandhockey.co.uk</a>	England Hockey
Netball	<a href="http://www.englandnetball.co.uk">www.englandnetball.co.uk</a>	England Netball
Rugby League	<a href="http://www.rugby-league.com">www.rugby-league.com</a>	The Rugby Football League (RFL)
Rugby Union	<a href="http://www.englandrugby.com">www.englandrugby.com</a>	The Rugby Football Union (RFU)
Sailing	<a href="http://www.rya.org.uk">www.rya.org.uk</a>	Royal Yachting Association (RYA)
Swimming	<a href="http://www.swimming.org">www.swimming.org</a>	Swim England
Table Tennis	<a href="https://tabletennisengland.co.uk">https://tabletennisengland.co.uk</a>	Table Tennis England
Tennis	<a href="http://www.lta.org.uk">www.lta.org.uk</a>	Lawn Tennis Association (LTA)

Marc Taylor analysis (2016 & 2017) of Sport England data

Same NGB for Elite and participation

England Participation NGB (British 'Elite' NGB)

# Data collection, analysis & findings

“Governance in Sport: Change or be changed”

- The proposed methods of data collection for this study were by analysing secondary documents (in the public domain)
- Advantage of 'transparency' and Confidence of replicability
- A combination of searching all websites direct (transparency); reviewing the website (tree/directory or sitemap) or finding sources and documents using the 'Search' functionality within the 'bounded' NGB case websites using the terms
- Strategy, Strategic Plan, Mission, Vision, Purpose, Governance

- At the elite NGB level, appears to be greater transparency in 2017 than in 2016
  - Cannot state if this is a cause and effect of the new Governance code
  - It is however, a positive observation (at this level)
  - Definite potential for further exploration
- Presented the findings visually using 'Harvey' consultancy/data visualisation tools (as opposed to headline descriptive statistics)

Elite - Governing Body	Vision	Mission	Purpose	Elite Strategic Priorities
Archery GB	●	●		●
UK Athletics			Five Ambitions	●
Badminton England	●			●
GB Boxing	●	●		●
GB Canoeing	●	●		●
British Cycling	●		●	●
British Swimming (Diving)				●
British Equestrian		●		●
British Fencing	●		●	●
British Gymnastics	●		●	●

Marc Taylor analysis (2017) of all NGB websites



Elite - Governing Body	Vision	Mission	Purpose	Elite Strategic Priorities
Great Britain Hockey				●
British Judo	●	●		●
Pentathlon GB	●	●		●
British Rowing	●	●		●
Royal Yachting Association		●	●	●
British Shooting				●
British Swimming (Swimming)				●
GB Taekwondo				●
British Triathlon	●	●	Values	●
British Weightlifting	●			●

Marc Taylor analysis (2016) of UK Sport data

Participation - NGB	Vision	Mission	Purpose	Strategic Priorities
England Athletics	●	●		●
Badminton England		●	●	●
GB Canoeing (BCU)	●	●		●
England and Wales Cricket Board (ECB)		Talk of role as NGB		●
British Cycling	●	●		●
The Football Association (The FA)				●
England Golf Union (EGU)		Talk of role as NGB		●
England Gymnastics	●	●		●

Marc Taylor analysis (2016 & 2017) of Sport England data

Participation - NGB	Vision	Mission	Purpose	Strategic Priorities
England Hockey	●			●
England Netball			Via Memorandum & Articles of Association	
The Rugby Football League (RFL)	●			●
The Rugby Football Union (RFU)	●	●		●
Royal Yachting Association (RYA)		●	●	●
Swim England	●	●		●
Table Tennis England	●	●		●
Lawn Tennis Association (LTA)		●		●

Marc Taylor analysis (2016 & 2017) of Sport England data

# Observations: Research gaps (Others/collaboration)

“Governance in Sport: Change or be changed”

1. VISION, MISSION AND STRATEGY		
Theme		Elements to be considered
1.1	Vision	The vision and overall goals of the organisations have to be clearly defined and communicated
1.2	Mission	<p>The mission should include:</p> <ul style="list-style-type: none"> <li>• Development and promotion of sport through non-profit organisations</li> <li>• Promotion of the values of sport</li> <li>• Organisation of competitions</li> <li>• Ensuring a fair sporting contest at all times</li> </ul>
		• Protection of the members and particularly the athletes
		<ul style="list-style-type: none"> <li>• Solidarity</li> <li>• Respect for the environment</li> </ul>
1.3	Strategy	<p>The strategy is to be aligned with the vision and regularly adapted to the environment</p> <p>The strategy of sporting organisations should be elaborated at the highest level of the organisation</p>

The IOC, (2008:2)

Transparency: Could review published board minutes

**Thank you to everyone for listening**

**Questions please**

Marc.Taylor@shu.ac.uk / TaylorMC1@Cardiff.ac.uk

+44 (0) 781 854 3423

@MTSportBusiness

# Appendices and references



Ackoff, R. (1987), Mission statements. *Planning Review*, 15 (4) pp. 30 – 31

Australian Institute of Sport, (2015), Mandatory Sports Governance Principles, June 2015, Retrieved from [http://www.ausport.gov.au/data/assets/pdf\\_file/0003/531165/Mandatory\\_Sports\\_Governance\\_Principles\\_FINAL.pdf](http://www.ausport.gov.au/data/assets/pdf_file/0003/531165/Mandatory_Sports_Governance_Principles_FINAL.pdf)

Australian Sports Commission, (2012), Sports Governance Principles, March 2012

Australian Sports Commission, (2016), Governance Reform in Sport, June 2016

Bitel , N and Carr, R (2017), Foreward, in A Code for Sports Governance, Retrieved from <http://www.uksport.gov.uk/resources/governance-code>

Chappelet, J-L, and Mrkonjic, M, (2013), Existing governance principles in sport: A review of published literature, Retrieved from [http://www.playthegame.org/fileadmin/documents/AGGIS\\_Existing\\_principles\\_of\\_governance\\_in\\_sport\\_a\\_review\\_of\\_published\\_literature.pdf](http://www.playthegame.org/fileadmin/documents/AGGIS_Existing_principles_of_governance_in_sport_a_review_of_published_literature.pdf)

Cossin. D., and Metayer. E., (2014), How Strategic is Your Board?, *MIT Sloan Management Review*, 56 (1), 37-43

Crow, P. R. (2016). Understanding corporate governance, strategic management and firm performance: As evidenced from the boardroom., Massey University, Palmerston North, New Zealand

Crow, P. R. (2017). The strategic board. *Governance + Compliance*, May 2017

Crow, P. R., & Lockhart, J. C. (2016). How boards influence business performance: Developing an explanation. *Leadership and Organisation Development Journal*, 37(8), 1022–1037.

Department of Culture, Media, and Sport, (2012), *Creating a sporting habit for life: A new youth sport strategy*, Retrieved from [www.sportengland.org/media/130949/DCMS-Creating-a-sporting-habit-for-life-1-.pdf](http://www.sportengland.org/media/130949/DCMS-Creating-a-sporting-habit-for-life-1-.pdf)

Drucker, P.F. (1994), The Theory of Business, *Harvard Business Review*, 72 (5), 95-104

Edwards, C. and Cornforth, C., (2003). What influences the strategic contribution of boards. In: C. Cornforth, ed, *The Governance of Public and Non-Profit Organisations: What do boards do?*. Abingdon, Oxon, UK: Routledge, pp. 77-96.

Ferkins, L. and Shilbury, D. (2014), Board strategic balance: An emerging sport governance theory, *Sport Management Review*, 18 (4): 489-500

Harvey-Jones, J. (1988), *Making it Happen: Reflections on Leadership*, Collins, London

International Olympic Committee (The) IOC, (2008), Basic Universal Principles of Good Governance of the Olympic and Sports Movement Seminar on Autonomy of Olympic and Sport Movement, 11-12 February 2008, [https://stillmed.olympic.org/Documents/Conferences Forums and Events/2008 seminar autonomy/Basic Universal Principles of Good Governance.pdf](https://stillmed.olympic.org/Documents/Conferences_Forum_and_Events/2008_seminar_autonomy/Basic_Universal_Principles_of_Good_Governance.pdf)

International Olympic Committee (The) IOC, (2013), Good Governance; Retrieved from <https://www.olympic.org/good-governance>

International Olympic Committee (The) IOC, (2016), Olympic Agenda 2020 Recommendation 28, Support autonomy The IOC to create a template to facilitate cooperation between national authorities and sports organisations in a country, Retrieved from [https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/Olympic-Agenda-2020/Olympic-Agenda-2020-Recommendation-28-November-2016.pdf#\\_ga=2.39111655.536770669.1511563865-238270422.1508533715](https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/Documents/Olympic-Agenda-2020/Olympic-Agenda-2020-Recommendation-28-November-2016.pdf#_ga=2.39111655.536770669.1511563865-238270422.1508533715)

International Olympic Committee (The) IOC, (2017), The Strategic Roadmap for the future of the Olympic Movement; Retrieved from [www.olympic.org/olympic-agenda-2020](http://www.olympic.org/olympic-agenda-2020)

MacNeice, B. and Bowen, J. (2016), *Powerhouse: Insider Accounts into the World's Top High-performance Organizations*, Kogan Page, London

Miles, M., B. and Huberman, M.A. and Saldana, J., (2014). *Qualitative Data Analysis: A Methods Sourcebook*. Third edn. London, UK: SAGE Publications.

Philips, A, (2011), What should be in a 'Good Governance Code' for European Team Sport Federations?, *Unpublished Master's thesis presented to obtain the Executive Master in European Sport Governance*

Sport and Recreation Alliance, (2014), Voluntary code of good governance for sports bodies (Updated), Retrieved from <https://www.sportandrecreation.org.uk/governance>

Sport and Recreation Alliance, (2017), The Principles of Good Governance for Sport and Recreation, Retrieved from <http://sramedia.s3.amazonaws.com/media/documents/9bb47d57-7523-4966-8839-707377f94148.pdf>

Sport England (2012), *Sport England Strategy 2012-2017*, Retrieved from <https://www.sportengland.org/media/130958/A-sporting-habit-for-life-A4-1-.pdf>

Sport England (2013), *Economic value of sport in England*, Sport England, July 2013, Retrieved from [www.sportengland.org/research/benefits-of-sport/economic-value-of-sport-on-29-February-2016](http://www.sportengland.org/research/benefits-of-sport/economic-value-of-sport-on-29-February-2016)

Sport New Zealand, (2017), *Nine Steps to Effective Governance, Building High Performing Organisations*, (Third Edition) Retrieved from <http://www.sportnz.org.nz/assets/Uploads/attachments/managing-sport/strong-organisations/Nine-Steps-to-Effective-Governance-Building-High-Performing-Organisations.pdf>

Sport New Zealand, (2017), *Governance in the New Zealand Sport and Recreation Sector*, Retrieved from <http://www.sportnz.org.nz/assets/Uploads/SportNZ-GovernanceDocument.pdf>

Sport Northern Ireland, (2009), *The Northern Ireland Strategy for Sport & Physical Recreation 2009 - 2019*, Retrieved from <http://www.sportni.net/about-us/sports-strategy/>

SportScotland (2011), *Corporate Plan, 2011-2015*, Retrieved from [www.sportscotland.org.uk/Documents/Publications/Aworldclasssportingsystem.pdf](http://www.sportscotland.org.uk/Documents/Publications/Aworldclasssportingsystem.pdf)

Sport Wales (2011), *A Vision for Sport in Wales*, Retrieved from [http://sport.wales/media/506916/sport\\_wales\\_english\\_vision\\_doc\\_reprint\\_all\\_v3.pdf](http://sport.wales/media/506916/sport_wales_english_vision_doc_reprint_all_v3.pdf)

Sport Wales<sup>2</sup> (2011), *Elite Sport Strategy*, Retrieved from [http://sport.wales/media/506916/sport\\_wales\\_english\\_vision\\_doc\\_reprint\\_all\\_v3.pdf](http://sport.wales/media/506916/sport_wales_english_vision_doc_reprint_all_v3.pdf)

Sport and Recreation Alliance, (2011), *Voluntary code of good governance for sports bodies*, Retrieved from <https://www.gov.uk/government/news/voluntary-code-of-good-governance-for-sports-bodies>

Taylor, M. (2010), *The Board: Strategy Development*, Presentation at The International Olympic Committee (Lausanne, November 2010)

Taylor, M. and O'Sullivan, N. (2009), *How Should National Governing Bodies of Sport Be Governed in the UK? An Exploratory Study of Board Structure*, *Corporate Governance: An International Review*, 17 (6), 681–693

UK Government, (2015), *Sporting Future - A New Strategy for an Active Nation*, Retrieved from [www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation](http://www.gov.uk/government/publications/sporting-future-a-new-strategy-for-an-active-nation)

UK Government, (2016), *How Government Works*, Retrieved from [www.gov.uk/government/how-government-works](http://www.gov.uk/government/how-government-works)

UK Sport, 2003, *Modernisation Programme Report*, 'Investing in Change' – High Level Review of the Modernisation Programme for Governing Bodies of Sport

UK Sport (2016), Strategic Aims and Principles, Retrieved from [www.uksport.gov.uk/our-work/leadership-development-and-governance/strategic-aims-and-principles](http://www.uksport.gov.uk/our-work/leadership-development-and-governance/strategic-aims-and-principles)

UK Sport and Sport England, (2017), A Code for Sports Governance, Retrieved from <http://www.uksport.gov.uk/resources/governance-code>

Waal (DE), A.A., 2012. *What makes a High-Performance Organizations: Five Validated Factors of Competitive Advantage that Apply Worldwide*. Cranbrook, Kent, UK: Global Professional Publishing Ltd.

Yin, R.K. (2013), *Applications of case study research*, 3rd ed.. edn, SAGE, Los Angeles, California; London.

# Background and relevance to the conference agenda

## Framing of research thinking

“Governance in Sport: Change or be changed”

- Academia since 2011
  - Academy of Sport and Physical Activity (Sheffield Hallam University) and part time PhD student (Cardiff University)
  - Part time PhD; 'Stakeholder saliency, governance and strategy; How strategic can your not-for-profit sports board be?' (Strategic role of the board is considered important by The IOC (2008), UK Sport & Sport England (2017:10) and Sport and Recreation Alliance (2017))
- Prior to full time in academia
  - Sport Business Consultant (Deloitte) and Management Consultant
  - Independent Board Member of Swim England; largest participation sport in England (2007-2011)
  - Published in the highest academically ranked global journal linked to Governance & Ethics
  - This work has been acknowledged by Play the Game (2013) and also by the Sport Unit, Directorate for Education and Culture in the European Commission (2010)
  - Presented at the IOC in 2010 in relation to Strategy and Governance in Sport

- Since the millennium; extensive accumulation of stakeholder/practitioner driven modernisation and good governance guidance in relation to non-profit sports organisations in a number of countries e.g.
- UK Sport, 2003 (Investing in Change);
- Sport and Recreation Alliance, 2011-17;
- Australian Sports Commission, 2012, 2016;
- Australian Institute of Sport, 2015;
- Sport New Zealand, 2003-2017



- In 2015; the UK Government announced that a new Sport Governance Code would be agreed by September 2016;
- In 2017, the 'Code for Sports Governance' became mandatory for all sports bodies wanting to receive public funding (within three investment tiers ((i) = <£250k) (ii) >£250k-£1m) and (iii) >£1m)) (UK Sport and Sport England, 2017)

*“to protect the value for money the public receives from investment into sport and maximise the effectiveness of those investments”*

(Bitel and Carr, 2017: 4).

# Framing of research thinking

## Strategy and stakeholders Stakeholder investments

“Governance in Sport: Change or be changed”

- Besides 'Good Governance', in 2015/2016 conducted headline exploratory research in relation to see if the latest UK Government and home Country Sports Council strategies of sport wanted Boards of NGBS of Sport in the UK to consider 'strategic organisational performance'

**DCMS**

Creating a sporting habit for life: A new youth sport strategy (2012)

**Sport England**

Sport England Strategy (2012-2017)

**Sport Northern Ireland**

The Northern Ireland Strategy for Sport & Physical Recreation (2009-2019)

**SportScotland**

Corporate Plan (2011-2015)

**Sport Wales**

A Vision for Sport in Wales (2011)

**Sport Wales**

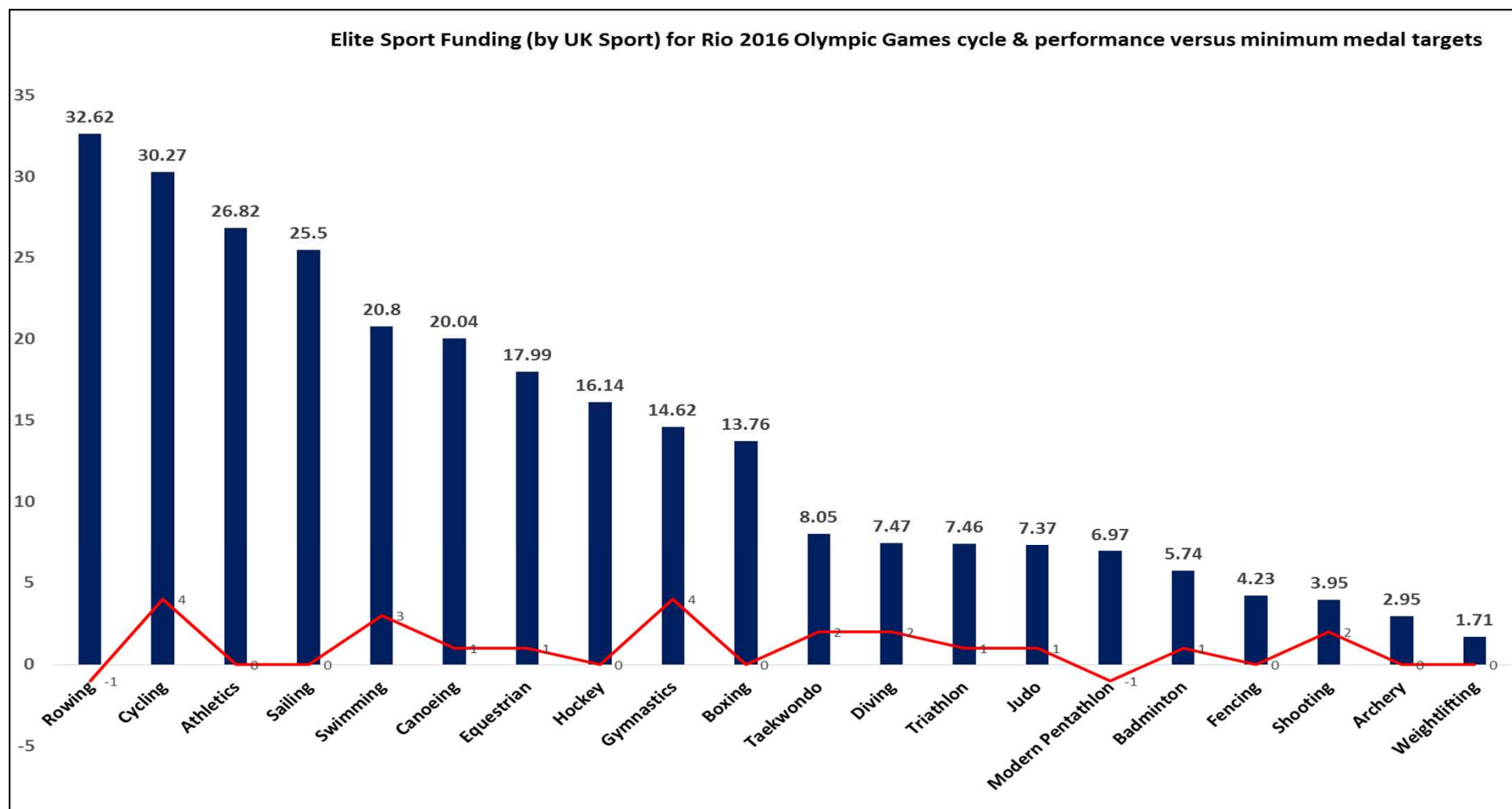
Elite Sport Strategy (2011)

**UK Government**

Sporting Future: A New Strategy for an Active Nation (2015)

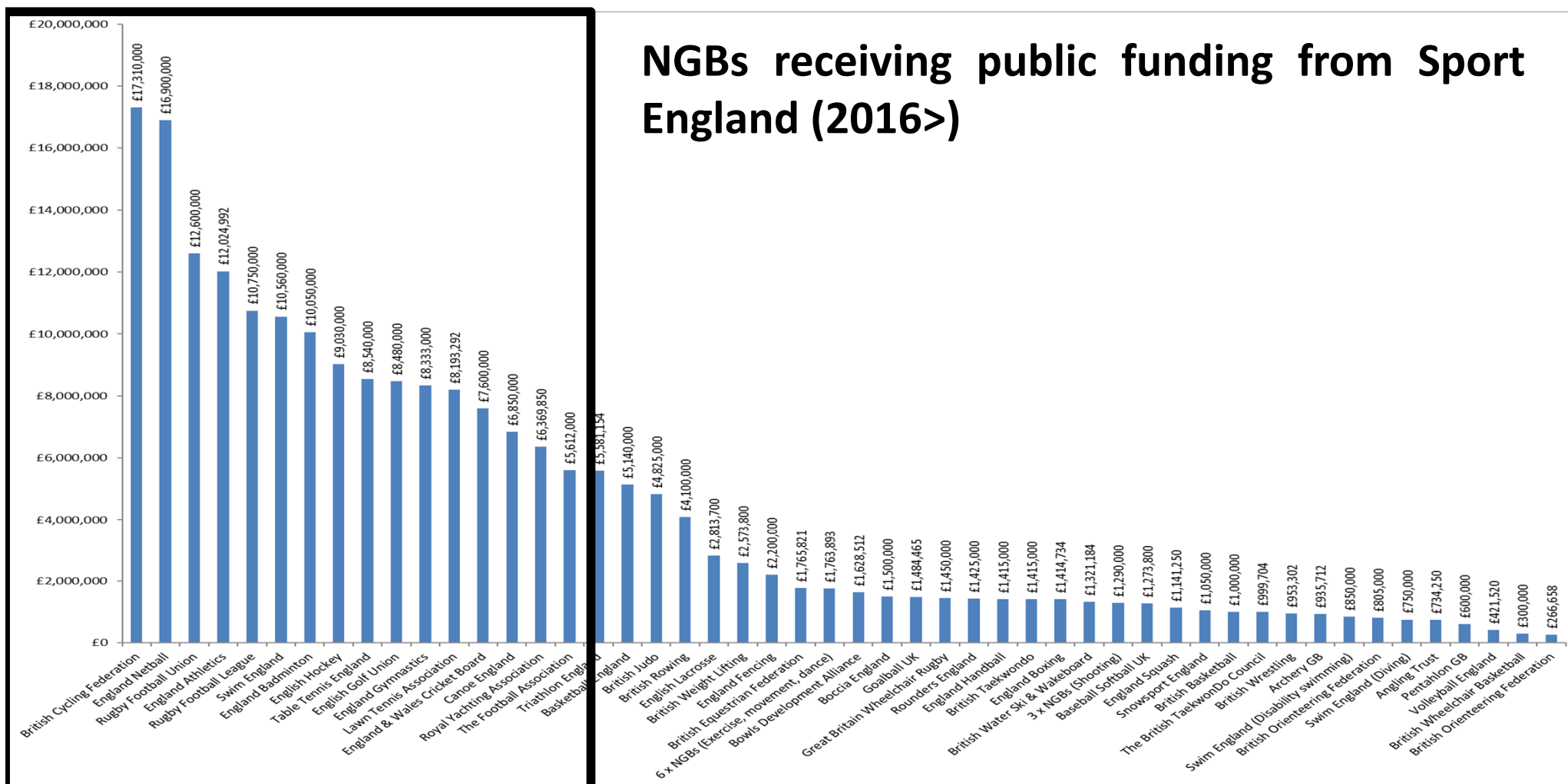
**UK Sport**

Strategic Aims and Principles (2016)



Source: Marc Taylor analysis (2016) of UK Sport Funding and Performance Targets

## NGBs receiving public funding from Sport England (2016>)



Source: Marc Taylor analysis (2017) of Sport England public funding of NGBs (Three announcements)